

ABSTRAK

Pengaruh Kompetensi, Persepsi Perilaku Pimpinan dan Kepemimpinan Transformasional terhadap Kinerja Karyawan melalui *Learning Organization* sebagai *Variabel Intervening* di PT PLN (Persero) Distribusi Jawa Timur

Tujuan dari penelitian ini adalah untuk menganalisis pengaruh kompetensi, persepsi perilaku pimpinan dan kepemimpinan transformasional terhadap kinerja karyawan melalui *learning organization* sebagai variabel *intervening* di PT PLN (Persero) Distribusi Jawa Timur.

Jenis penelitian ini adalah *explanatory research* dan subyek penelitian ini adalah karyawan-karyawan PLN Distribusi Jawa Timur yang berjumlah 314 sebagai sampel yang menggunakan *cluster random sampling*. Metode pengumpulan data menggunakan kuesioner dengan pertanyaan tertutup yang diukur dalam skala Likert. Penelitian ini menggunakan *Structural Equation Modeling* (SEM) yang dijalankan dengan program LISREL (*Linier Structural Relationship*) versi 8.80 sebagai alat analisisnya.

Hasil analisis penelitian ini menunjukkan bahwa: (1) kompetensi mempunyai pengaruh signifikan dan positif terhadap *learning organization*; (2) persepsi perilaku pimpinan mempunyai pengaruh signifikan dan positif terhadap *learning organization*; (3) kepemimpinan transformasional mempunyai pengaruh signifikan dan positif terhadap *learning organization*; (4) kompetensi mempunyai pengaruh signifikan dan positif terhadap kinerja karyawan; (5) persepsi perilaku pimpinan mempunyai pengaruh tidak signifikan dan negatif terhadap kinerja karyawan; (6) kepemimpinan transformasional mempunyai pengaruh tidak signifikan dan positif terhadap kinerja karyawan; (7) *learning organization* mempunyai pengaruh signifikan dan positif terhadap kinerja karyawan.

Sebagai penelitian akademik, implikasi teoritis memberikan kebaruan berupa efek reduktif pada nilai pengaruh variabel persepsi perilaku pimpinan dan variabel kepemimpinan transformasional terhadap variabel kinerja karyawan. Efek reduktif tersebut diakibatkan oleh dampak negatif yang timbul pada organisasi hirarkis yang bernuansa budaya birokratis.

Kata Kunci:

Kompetensi, Persepsi Perilaku Pimpinan, Kepemimpinan Transformasional, *Learning Organization*, Kinerja Karyawan

ABSTRACT

The influence of Competence, Perceived Leader's Behavior and Transformational Leadership on Employee Performance by using Learning Organization as Intervening Variable at State-owned Electricity Company Distribution Unit of East Java

The objective of this research was to analyze the influences of competence, perceived leader's behavior and transformational leadership on employee performance by using learning organization as intervening variable at State-owned Electricity Company Distribution Unit of East Java.

The type of the research was explanatory research and the subject of the research was the employees of State-owned Electricity Company Distribution Unit of East Java with the total of 314 respondents as sample that were taken by cluster random sampling. Methods of data collection using questionnaires which were measured in Likert scale. The research method used the analysis technique of Structural Equation Modeling (SEM) by using the program of Linier Structural Relationship (LISREL) 8.80 version.

The results of the research showed that (1) competence influenced positively significance to learning organization; (2) perceived leader's behavior influenced positively significance to learning organization; (3) transformational leadership influenced positively significance to learning organization; (4) competence influenced positively significance to employee performance; (5) perceived leader's behavior influenced negatively insignificance to employee performance; (6) transformational leadership influenced positively insignificance to employee performance; (7) learning organization influenced positively significance to employee performance.

As an academic research, theoretical implications provided novelty in the form of reductive effect of influenced level of perceived leader's behavior variable and transformational leadership variable to employee performance variable. The reductive effect was caused by negative impact that inflicted by bureaucratic culture based hierarchical organization.

Key-Words:

Competence, Perceived Leader's Behavior, Transformational Leadership, Learning Organization, Employee Performance